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Customer Service - Challenge of the 90's

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ABSTRACT

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TITLE: Customer Service - Challenge of the 90's

ABSTRACT: As a part of the National Recreation Strategy, the Chief of the Forest Service, has give us the challenge to create customer satisfaction through customer service. We need to find out who are customers are, what they want, and what quality they expect. Our challenge is to deliver this quality.

A review of where we are in the Forest Service in the customer service business, compared to customer service in the private sector will help us develop a strategic customer service plan.

Keywords: Customer Service, Customer, Customer Satisfaction, Internal Customers, Empowerment.

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EXECUTIVE SUMMARY

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SUMMARY: As a part of the National Recreation Strategy, the Chief of the Forest Service has given us a challenge to create customer satisfaction through customer service. We need to find out who are customers are, what they want, and what quality they expect. Our challenge is to deliver quality.

Customer service is a common part of private sector's business strategy. This hasn't always been the case. Not too many years ago, our country was dominated by blue collar workers. Today, the service industry is starting to dominate the workforce.

The most common businesses that excel in customer service such as Walmart, Taco Bell, or other fast food chains are leading the way, for other businesses to follow. It is now common for these businesses to pay as much attention to customer service as production.

The private sector is rapidly learning that internal customer service and empowerment are as important as external customer service.

The objective of this paper is to review customer service in both the private sector and the Forest Service. Similarities will be drawn, and ideas submitted to start in the development of a strategic customer service plan for a Ranger District.

Recreation has long been the area in the Forest Service that most employees think should concentrate on customer service. This paper suggests that customer service be a part of everything we do in the agency. It is suggested that customer service be strategically planned like any other resource planning. Some of the things to think of when developing this strategic plan are:

• Management must be committed to developing a customer service plan, it must start from the top.

•Employees from all parts of the District must be involved. Studies show that for people inside an organization to accept a program or an idea, they must have ownership, they must be a part of it.

•Decide who your external customers are, what services they want, and what quality they expect. Use methods such as focus groups to involve your customers in what services and what quality they want.

•Decide who your internal customers are and what they need. This will include the Forest Supervisor's office personnel, and possibly some

Regional personnel. Remember, the goal is to serve the external customers.

- Determine what type of empowerment is necessary for your internal customers and front-line employees to provide the needed service.

- Never promise more than you can deliver. If anything, under promise and over deliver. Surprise your customers.

- Use augmenting by concentrating and re channeling your existing resources .

- Develop a customer service position on your district, or empower an employee that wants to branch out for this position.

- Provide training for your front-line people.

- Develop partnerships with your customers. This is one of the best ways to get public ownership in National Forest activities.

The process used in the development of this paper was typical research paper techniques. Elizabeth Cowan Neelds's book, Writing, 2nd Edition was used as the guidelines for the technical aspects of the paper.

INTRODUCTION

The National Recreation Strategy gives us direction and a commitment to customer service from the Chief of the Forest Service, Dale Robertson. According to Chief Robertson, "Our customers are changing...find out who they are, where they live and what they want. In all our actions, customer satisfaction will be a prime goal, It will receive attention equal to that given to good land stewardship." (1)

Bud Braddock, Director of Recreation in Region 8, says in the Presidents Initiative for Americas Great Outdoors, Southern region, "We're in the business of creating places where people build experiences.....We are creating places for tomorrow's customers" (2)

A conference held in October of 1990, to review how the Forest Service is doing with the National Recreation Strategy , renewed and strengthened our commitment. One of the goals that came out of that conference was that a desire to satisfy customers should be a driving force in the management and use of both National Grasslands and National Forests. (3)

Creating customer satisfaction through customer service is part of our mission. Applying some of the techniques used in the private sector to create satisfaction for our customers will help us fulfill this mission.

STATEMENT OF PURPOSE

The objective of this paper is to review the successes of the private sector in customer service, and determine how these concepts can apply on National Forests. For economic reasons, it is advantageous for businesses to treat customer service as one of the most important aspects of their operation. The National Recreation Strategy gives us direction to create customer service through customer satisfaction. This project will suggest that customer service be carried out on all our resource activities, not only recreation. Customer service will be looked at in the private sector, success stories will be reviewed, pitfalls looked at, and parallels drawn within our agency. Internal customer service will be looked at along with the concept of empowerment. We will review some statistics on how people feel when they are treated with either good or bad customer service, and how it effects what they tell others about their experience. This will help us determine what importance to place on customer service. This paper will look at customer service in the Forest Service, determine our attitudes and potentials, and provide ideas on how to proceed with a customer service plan.

LITERATURE REVIEW

The National Recreation Strategy, America's Great Outdoors - A Presidential Initiative, and internal surveys provided most of the data for internal analysis.

Private sector analysis came from Tom Peters In Search of Excellence. Albrecht and Zemke's Service America ! Doing Business in the New Economy. Library research provided most of the papers which came from Harvard Business Review, The Journal of Business Strategy, Business Horizons, Training and Development Journal, and Mortgage Banking Journal.

Ideas for a strategic customer service plan came from marketing and customer service workshops held on the Ozark-ST. Francis National Forest. Some information came through the development of a customer service plan for the Bayou Ranger District, and information provided from Paul Wright, Region 8 Marketing Specialist.

ANALYSIS OF CUSTOMER SERVICE

CUSTOMER SERVICE IN THE FOREST SERVICE

A dictionary definition of a customer is one who buys goods or services, or a person(s) with whom one must deal (4). Customer service might be defined as finding out who your customers are, what they want, developing a strategic plan to meet their needs, and monitoring to determine if you are providing what you say you will.

As a part of this research paper, a survey was conducted on a Southern National Forest using the DG system. The survey asked the following question of 120 people, (85 responses received). "How do you feel about the Forest Service emphasizing customer service as a management strategy "? It was emphasized that names would not be shared, the information would be used only to get a feel of what importance others put on customer service. A summary of these responses follows: A large number said that customer service is important, but natural resource management must come first. Many referenced the Good Host program, the VIS program, being courteous, and treating people with respect. Many thought we have been doing good customer service all along, and shouldn't make such a big deal about it. Only two responses discussed internal customer service, which is a very important aspect of customer service to be discussed later.

A few responses thought the idea of customer service was a waste of time and money, and we should get on to more important things. One employee didn't like the name customer, this employee felt we were treating the National Forests too much like corporate businesses, and the word customer did not point to a good land ethic.

Many have struggled with the name "Customer". If you look at Webster's definition again, A customer is one who buys goods or services, or with whom one must deal. (5) Many of our customers buy things from us regularly, whether paying recreation fees, buying maps, buying firewood permits or timber sales, or just getting information. We deal with many of these people on a regular basis. Whether you call them customers, users, or something else, the concepts are the same. Maybe it is in how we accept the terminology?

One thing that came out in the survey was that hardly anyone realized customer service needs to be strategically planned, it doesn't happen spontaneously. It takes a strategy, and commitment from all employees. If it happened naturally , we would be seeing positive results today.

Some in the Forest Service believe creating customer satisfaction through a customer service effort is one of the most important things the Forest Service can do. Many say this one area may be what helps us gain much needed public support. The Forest Supervisor on the National Forest where the survey was conducted said, "I think customer service is absolutely essential. It should not only be emphasized, but be practiced in all external and internal interactions. He went on to say that in filling a recent vacancy, he assigned a priority weighting of

five on customer service evaluation criteria, while the criteria of knowledge of the primary function of the job was weighed as a one".

This Forest Supervisor is saying what a lot of managers are saying in the Forest Service these days. Not all employees share management's views. The Forest Service has many that work for the agency to be outside, enjoy the woods, work hard and not have to deal with people except out of necessity. A lot of our past is built on a strong work ethic. Customer service has not always been a way of life for these people. Han's Bleicker teaches a training course to many Forest Service employees called Systematic Development of Informed Consent (SDIC). In a joking manner, he makes reference to how a public official says "If it weren't for these customers, this would be a decent place to work". (6) That's kind of like a politician saying, if it weren't for these voters, my job would be great.

In the summer of 1990, the Chief of the Forest Service sent a Customer Service survey to a representative sample of Forest Service employees. The survey was being taken in preparation for the National Recreation Strategy Conference to be held in the Fall of 1990. This survey asked five important questions: (7).

1. What does the National Recreation Strategy (NRS) mean too you?
2. On your unit, how well has the NRS been implemented?
3. Customer satisfaction is a critical part of my unit's operation?
4. Has the NRS contributed to customer satisfaction on your unit?
5. List up to five actions that will help you dramatically increase customer satisfaction on your unit, other than money.

The results of this survey are very positive. We agreed the NRS was great, things were working well, that customer satisfaction was very important, and we felt challenged, One thing left out was the customer, we forgot to ask the customer what they thought. Research shows that it is very important to first determine what your customers want, than determine the quality they expect, and monitor to find out if you are producing what they expect.

Some of the good programs we have been using include the Good Host Program, VIS programs, our scoping efforts directed by the National Environmental Protection Act (NEPA), and many more. There is no doubt many in the agency believe in customer service.

Region six has a program called "People Serving People" (PSP) This program is the Regions theme for the Service-wide Good Host Program. This is the first time a whole Region went to such effort to develop a program revolving around customer service and satisfaction. This is an excellent effort. Using their program, along with some of the ideas the private sector uses for successful customer service, would be an excellent way to develop a customer service plan. (A copy of the program summary is in the appendix).

The Bayou Ranger District, Ozark National Forest, has implemented different ideas, to try and accomplish customer service for all resources. The district found that people want information, they want to be informed on district activities, and they appreciate service that are different than traditional service. One of the examples the district uses is in issuing firewood permits.

Traditionally, the only way people could get firewood permits was at the district office. The district decided to sell permits in surrounding communities. It was announced through various media, that on certain dates and locations Forest Service personnel would be issuing permits on in your area. A large number of permits were sold this way. This was an extra service people really enjoyed, which helped build better relationships with the locals. The district also set up bulletin boards in the local communities. These boards are kept current biweekly, and display current information and activities.

CUSTOMER SERVICE IN THE PRIVATE SECTOR

The private sector has understood that customer service is one of the most important parts of business strategy for many years. Only in the past decade have successful businesses made a determined effort to treat customer service equal with production. Karl Albrecht and Ron Zemke, authors of Service America, Doing Business In The New Economy, claim that ours is a service economy. Apparently this started back in 1956, when for the first time, white-collar workers in technical, managerial, and clerical positions, outnumbered blue-collared workers. According to the U.S. Department of Commerce, the forecast for the 90's and beyond is for this trend to continue . If this is where many of the jobs will be in the future, those companies that structure and organize around a service strategy will be way ahead of those that choose to let service take second place. Service must be treated as a primary product much like a commodity (8).

The workforce of the Forest Service is changing rapidly also. There are many more employees in service positions than ever before. Many of our managers have business or marketing degrees. We definitely are in a transition period.

Walt Disney World has been successful in the customer service business for years. Founder Walt Disney developed a business strategy many years ago that went like this:

- Quality will win
- Give the people everything you can give them
- Keep the place as clean as possible
- Keep it friendly
- Keep it fun

This philosophy applies to a place of entertainment, and family vacation, as well as a service organization. Disney's employees are committed to a single goal of creating happiness for customers (called guests). The guests' enjoyment is above all else in the organization. They recognize that people travel long distances and come to spend money at their theme parks. The goal is to send them away wanting to return, thinking they got good value, and leaving them with a good image. Disney spends a lot of time getting to know who their customers are, what they want, and what quality they expect. The employees (called the cast) are empowered to make on the spot decisions. The only limitation the cast has is when public safety gets in the way of letting the guests have what they want. (9)

One of the most successful businesses in America has been Sam Walton's Walmart. Sam understood long ago that customer service was what will keep customers coming back. The first thing you see when you walk in the door of any Walmart is the sign "Customer Satisfaction Guaranteed, We Are Here To Serve You". The employees are always very pleasant and are trained in customer service. You will hardly ever get turned down when returning an item back to Walmart. The company realizes their policy gets abused, but the return customer, and the positive image produced are worth the losses they take (10).

In 1981, Scandinavian Airlines System (SAS) struggled with a severe loss in business, much like other airline companies. The company president resigned, and a young energetic man of 39 was promoted to the position. His name was Jan Carlzon. Jan's strength was in marketing, which helped him turn the airlines around. Jan helped turn an 8 million loss into a 71 million gain in a little over one year. Jan contended that for too long the company had been concentrating on flying airplanes, and not enough emphasis on the quality of customer service. He shifted the focus on meeting customer needs. Through a system of internal reorganization and empowerment, the company turned around (11).

Some of the more recent thinking is taking place in Taco Bell. The original idea of service was to put emphasis on equipment and production to serve the customer. McDonnald's has done an excellent job with this. The front-line employee who delivers the service was considered lower in priority in terms of investment, than equipment and administration. Some of the new business strategies put front-line employee's first.

Investments in people are more important than equipment. Recruitment, training and retention are as important for front-line employees as administrators (12).

According to Tom Peters, author of "In Search of Excellence" an obsession with service quality is a must. An example he uses in his book is Caterpillar Tractor. They offer customers forty-eight hours guaranteed parts delivery anywhere in the world. If the customer doesn't get the parts in those time frames, they get the parts free. If you have ever priced tractor parts, that is some guarantee (13).

CUSTOMER SERVICE FACTS

Some facts about customer service can give us insight into the importance of a good strategic customer service plan. A study on consumer complaint behavior was carried out during the Carter Administration by a company called the Technical Assistance Research Programs (TARP's). According to their study, businesses that go out of their way to encourage customers to complain, and do something about their complaints, are way ahead. Some of their findings include the following:

- The average business never hears from 96 percent of its unhappy customers. For every complaint received, the average company in fact has 26 customers with problems, 6 of which are "serious" problems.

- Complainers are more likely than non complainers to do business again with the company that upset them, even if the problem isn't satisfactorily resolved.

- Of the customers who register a complaint, between 54 and 70 percent will do business again with the organization if their complaint is resolved. That figure rises drastically to 95 percent if the problem is resolved quickly.

- The average customer who has a problem with an organization tells 9 or 10 people about it. Thirteen percent of people who have a problem with an organization recount the incident to 20 people.

- Customers who have complained to an organization and have had their complaints satisfactorily resolved tell an average of five people about it.

Automobile industry studies reveal that a brand-loyal customer represents a lifetime average revenue of at least $140,000. You can imagine how quibbling over a small repair bill seems silly based on these figures. Our local supermarket counts on us for $4,400 annually, and $22,000 if we stay in the same place for five years. A customers worth is immeasurable, especially if they have the option of choosing other products. (14)

CUSTOMERS WANT QUALITY

A paper written by Lynda C. McDermott, and Michael Emerson called "Quality and Service for Internal Customers" ,discusses internal customers needs. Some of their findings include: (17)

- They want adequate resources necessary to meet commitments.
- Responsiveness from management so they can respond to their customers.
- They want reliability from within.
- They want flexibility when policies are made regarding operations.
- They need clear and adequate internal communications.
- They want empathy and understanding

Similar results were found in a paper written by Leonard L. Berry, Valarie A. Zeithmal, and A. Parasuraman. They conducted 12 different focus group interviews in, and included the results in a paper titled, "Quality Counts in Services, Too", these are as follows: (18)

- Reliability - Involves consistency of performance. The business performs the job right the first time, and honors it's promises.

- Responsiveness - The company is willing and ready to provide service, in a timely manner.

- Competence - The company has the required skills, and knowledge to perform the service.

- Access - Involves approachability and ease of contact. It means service is accessible by phone, and hours of operation are convenient.

- Courtesy - Involves politeness, respect, consideration, and friendliness.

- Communications - Involves keeping the customers informed in a language they can understand, no jargon or acronyms.

- Credibility - Involves being trustworthy, believable, honest, and having the customers' best interests at heart.

- Security - Is the service free from danger, risk, or doubt.

- Understanding - Involves making an effort to realize the customers needs, providing individualized attention.

- Tangibles - Include physical evidence of the service, facilities, personnel appearance, tools and equipment.

INTERNAL CUSTOMER SERVICE AND THE EMPOWERED EMPLOYEE

Some of the most fascinating and liberating things for employees to come out of customer service oriented companies is internal customer service. The concept revolves around everyone's goal being to achieve customer external service in the organization. Whether you are a front-line employee, or in the accounting department, everyone is working for that common goal. With that in mind, internal customer relationships develop. A customer is simply someone who must be served properly, if the company's mission is to be fulfilled. This includes those inside the organization who provide services to those on the

front lines. Cross-training or shadowing employees from various disciplines is very important when one needs service from another. (15)

In the Forest Service, this may be one of our greatest challenges. Our organization is so large and many people don't think of themselves as serving external customers. In reality, that is all any of us do. We are dependent on so many within the Forest Service to accomplish external service.

Employee empowerment and concentrating on internal customer service are the keys to developing quality customer service. In fact, you can't achieve customer service without these components. They are all part of a complete customer service plan. Empowering employees is allowing them to make decisions without having to ask their supervisors, and allowing them to be more flexible on their job. The empowered front-line employee can respond to customer needs very rapidly. Research shows that a rapid solution is important in retaining customers. Empowerment also helps employees become more responsible and claim ownership in the organization.

Many front-line employees are lowest on the pay scale. A feeling of empowerment helps employees' self esteem and their performance. Managers need to be aware of the risks of empowerment. Sometimes an empowered employee may give away to much. A part of the customer service strategy should include the limits of empowerment, or sideboards. (16)

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Many front-line employees are lowest on the pay scale. A feeling of empowerment helps employees' self esteem and their performance. Managers need to be aware of the risks of empowerment. Sometimes an empowered employee may give away to much. A part of the customer service strategy should include the limits of empowerment, or sideboards. (16)

PRIVATE SECTOR CUSTOMER SERVICE VERSUS FOREST SERVICE CUSTOMER SERVICE

What can the Forest Service learn from private sector customer service? The psychology of customer satisfaction is similar, no matter what the experience the customer has.

Companies that depend on good service to bring customers back are satisfying a particular need the customer has. It may be commodity oriented, but the same principles apply in a commodity organization versus a service organization.

The Forest Service is competing with other resource agencies for the public use and support. Economics plays a large role in gaining public support. If we were to concentrate on customer service in all areas, not only in recreation, research shows we would be on our way to excellence. If you look at the items discussed by Leonard L. Berry, et al in service quality, it is easy to draw parallels. Where the customer wants reliability, security, credibility or any of the items listed, you can see how they would expect the same from us. (19)

In the DG survey conducted on a National Forest in the Southern Region, many employees feel natural resource management is our main job. The problem we are having at this time in the agency is a lack of public support, which gets back to credibility, and acceptance. A balance is needed between customer service and resource management. Customer service should be treated on an equal basis as resource management. We should not assume any longer we are doing a good job with customer service, we need to strategically plan for it.

WHERE DO WE GO FROM HERE?

The next step is to develop a customer service plan. The reason the term strategic is used is that customer service must be strategically planned. Extra effort must be taken to research your public needs, your internal needs, and decisions made on how much your plan will encompass. One of the pitfalls to watch out for is trying to go to big to start with. Starting with a Customer Service plan for your Forest may be to big. It is probably needed, but success must be realized to gain momentum. A district plan may even be to big to start with, but is certainly feasible. Probably the best way to start is with a resource customer service plan, for example timber or recreation. The concepts discussed below in developing a customer service plan are applicable regardless of the magnitude.

Most successful companies emphasizing customer service have plans. Contacts were made with KOA, Taco Bell, and Walmart to determine if their plans were available. These plans are usually fairly complex, and are available on request. It was decided not to include those examples as a part of this paper because of there size.

ELEMENTS OF A STRATEGIC CUSTOMER SERVICE PLAN

Listed below are elements that must be considered when developing a customer service plan, whether for a certain resource, district or forest level.

• First of all decide on the scope of your plan. Is it for the District, a particular resource or project, or is it a Forest customer service plan.

• Management or those involved must be committed to developing a customer service plan. It must start from the top. You must have a good mission statement or goal. This goal will become the driving force behind all you do when implementing your plan. It must become the energy behind all of your other actions. It must be developed by the whole team. A typical goal statement may read "The District will provide firewood permits the most convenient and expedient way for the public".

• Once management has decided they are committed, people from all parts of the organization must be involved. Research shows that for the people inside an organization to accept a program, they must have ownership, they must be a part of it. Once you get everyone motivated, the commitment and ownership will follow. Brainstorm ideas from the whole District, and then have them assist you in forming a team to develop a plan.

• Using this group, decide who your external customers are, what services you think they want, and what quality they might expect. Use focus groups or some form of questionnaire to actually determine what your customers want and what quality they expect.

• Using the same group, decide who you internal customers are. Depending on the size of your plan, this might include some of the Forest Supervisor's office personnel, and will most likely include district personnel. Working together, decide what your internal customers need. Remember, the goal is to serve the external customers.

• Determine what type of empowerment is necessary for your internal customers and front-line employees to provide the needed service. Set some limits such as a $200.00 budget for an employee to manage in purchasing things necessary for the job. If more money is needed, the employee must come to you.

• Never promise more than you can deliver in your plan. If anything, under promise and over deliver. Surprise your customers.

• Use augmenting. This is concentrating your services with resources you already have. Budgets may limit some services, but you can always provide things that already exist in a different manner. Some of these may include making up District information guides for various resources on a personal computer. Gearing up with information your customers usually need during high use seasons, like hunting season or other high use activities. Don't get caught short during high use seasons, ever!!

• Consider establishing a customer service position on your district, or empower an employee that wants to branch out in this type of work. This person's job is to answer complaints, provide quality service through correspondence, and manage information to provide quality service.

• Provide training for front-line people. Invest in them. They are your main contact with the public to reach the agency mission.

• Develop partnerships with your customers. This is one of the best ways to get public ownership in National Forest activities.

SUMMARY

Developing a strategic customer service plan fits with the Forest Service mission, Caring for the Land - Serving People. The National Recreation Strategy gives us direction, and a commitment to customer service from the top down. Chief Dale Robertson says, "Our customers are changing...find out who they are, where they live and what they want. In all our actions, customer satisfaction will be a prime goal, It will receive attention equal to that given to good land stewardship."

Planning for our customers needs, involving them in the process, and delivering what we said we would will bring us much closer to the American public. In the years to come, this will be a necessity in helping us maintain good budgets, and support for what we do.

The private sector may be where we need to go to learn good customer service. For obvious economic reasons, they are paying attention to customer desires, and managing to meet them. Internal customer service along with empowerment will help our employees enjoy their jobs better, and serve the customer.

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APPENDIX

Region Six People Serving People Program
Information Sheet
(10/7/91)
compiled by Pat Hecker
Regional Host Coordinator

People-Serving-People (PSP) is Region Six's theme for the Service-wide Good Host program. The following is a synopsis of the current PSP program with it's major components:

A. Annual Regional Host Achievement Award
B. Annual PSP Celebration
C. Regional Office and Forest Host Coordinators
D. Visuals for Marketing
E. "Greensheet" People Serving People Corner

A. Regional People-Serving-People/HOST Achievement Award.

Many Region 6 employees are meeting and helping both business and recreation visitors every day in the best tradition of public service. Annually, the Regional Office will select and honor an individual or work group in the Region whose actions and approach to the job best represent the spirit of the Forest Service People-Serving-People/HOST program.

The Regional People-Serving-People/HOST Achievement Award consists of an official plaque, a cash award, and a letter of commendation.

One nomination shall be made from each Forest, Regional Office unit and CRGNSA Office in the form of a letter to the Regional Forester and submitted as requested, usually by mid-December yearly by the Regional Forester. Constant, high-quality performance, special actions, or both, are valid reasons for nomination.

Consideration for People-Serving-People/HOST awards should not be limited to contacts with Forest visitors. The People-Serving-People/HOST program encourages quality performance in all contacts with the public. Consider employee's performance in contacts with contractors, job seekers, fellow workers, or other Government agencies. In short, any public contact should be included.

A panel of judges from throughout the Region will select the person or group to receive the award. Their judgment will be based on the information in the nominating letters.

Criteria for Selection

I. Recognition for superior People-Serving-People/HOST program efforts may be made in one or more of the following categories:

1. Special Acts or Service: A special act or service is a singular contribution which is relatively easy to identify, such as:

a. Performance which has involved overcoming unusual difficulties.

b. Exemplary and tactful handling of an emergency situation.

c. Exceptional achievement in handling an unusually difficult assignment, a critical situation or a crash program resulting in unusual demands.

2. Sustained Superior Performance: This is performance over a sustained period of time that substantially exceeds the normal requirements of a job. This category includes many of the same activities as special acts and services, but differs from that category in that while special acts and services recognizes superior effort in a singular contribution, this category recognizes a number of superior efforts over a sustained period of time.

II. Quality of Public Service: Evidence of superior performance of nominees should be verified by one or more of the following:

1. Latest performance rating.

2. Recognition of superior performance by the public, through verbal comments, thank you notes, or the like.

3. Recognition by peers or co-workers.

4. Recognition by the news media, such as a feature article that demonstrates the employee's People-Serving-People/HOST program accomplishments.

III. Quantity of Public Service. This is a difficult criterion to apply equally to every employee or work group. There are great differences in the number of public contacts employees or groups of employees have, depending on the job responsibilities, geographic location, and even the seasons of the year. Since public service is everyone's responsibility, the volume of public contacts should not be a limiting factor in consideration for People-Serving-People/HOST awards.

IV. Nature of Public Contacts: Consideration for People-Serving-People/HOST awards should not be limited to contacts with Forest visitors. The People-Serving-People/HOST program encourages quality performance in all contacts with the public. Consider employee's performance in contact with contractors, job seekers, fellow workers, or other government agencies. In short, any public contact should be included.

VI. Nominations may be made for individuals or groups.

VII. People-Serving-People/HOST program awards and performance awards in order to further the credibility of the People-Serving-People/HOST program: Employees nominated for People-Serving-People/HOST awards should be considered for performance awards. Exception: Human

Resource Program enrollees and National Forest volunteers are not eligible for performance awards (FSM 6145). However, they may be nominated for Honorary Recognition for the People-Serving-People/HOST program effort.

B. Annual PSP Celebration

History of Annual Celebration

Annually since 1987, a celebration (conference) is held with representatives from Forests and RO Units. The last few celebrations have been hosted by Forests. At these Celebrations, Forests are given opportunities to showcase their implemented customer service ideas, hear other units' ideas, listen to motivational speakers and plan for future services.

Each Forest and RO Unit Host coordinator or representative is given 5 minutes to present their idea. Each idea is written up on a one page brief and distributed to attendees.Awards are given for the three best ideas, judged on the basis of presentation, creativity of the idea, and applicablity for use throughout the Region.

Year, Location and Celebration Host

1. 1987 - Portland, OR - hosted by Regional Office
2. 1988 - Portland, OR - hosted by Regional Office
3. 1989 - Eugene, OR - hosted by Willamette.
4. 1990 - Kelso, WA - hosted by the Gifford Pinchot
5. 1991 - Clarkston, WA - hosted by Wallowa Whitman and Umatilla NF
6. 1992 - hosted by Mt. Hood, date and place unknown at this time

C. Regional Office and Forest Host Coordinators

RO Host Coordinators

Name	Unit
Lavern Nelson	PDB
Jean Harris	Rn
Shannon Hopkins	PAO
Carol Apple	ERW
Louisa Herrera	L&M
Teri Aledo	PLAN
Charlie Krebs	CF
Fred Page	TM
Jackie Anderson	PM
Julia Rodrigues	MS
Kay Pennell	FWL

Marcella Webber	AS
Mary Maloney	FPS
Renee Patterson	E
Temple Taitochs	CR
Wendy Reeder	EA & AFM
Lois Thompson	Special Projects
Pat Hecker	RO

FOREST HOST COORDINATORS

Name	Unit
Norm Hesseldahl	OCH
Diane Baxter	COL
Gay Brockus	WAW
Kathy Campbell	UMA
Karen Hughes	UMP
L.Laferriere	WIL
Marv Crocker	FRE
Jan Smith	SIU
Patty Burel	OKA
T.Sayre	OLY
Terry Virgin	DES
Carol Tocco	GIP
F. Erickson	WIN
Jennifer Harris	MAL
K.DA	MBS
Sherry Wilkinson	ROR
M.Ames	WEN
PAO	SIU
Claudia Perkins	CRGNSA
Nancy Toupin	SIS
Terry Skorheim	MTH

D. Visuals for Marketing

Cloisonne Award Pins - One of the recommendations that came out of the "People-Serving-People" day was a desire to have some mini-award for managers to present to people who are serving our customers in special ways. The Host Task Force followed up on this and developed a "People-Serving-People pin. This enameled pin with gold-plated lettering is intended to be used only as an award. It is to be presented to employees by Forest Supervisors or District Rangers on the Forests, and the Regional Forester and Directors in the Regional Office.

A limited supply of these pins is available for use by the Forest's and RO units upon request by Host Coordinators. Contact Pat Hecker, Regional Host Coordinator in Recreation, at 326-3644.

Post-it Pads

Name tags

Balloons

Buttons - "I'm a People-Serving People Hero"

PSP Folders

E. "Greensheet" People Serving People Corner

Every month, an article submitted by a Forest or RO Unit is highlighted with a cartoon in the Forest Service Newspaper, "Greensheet".